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**State of Washington  
Office of Financial Management**

**Human Resource  
Management Report**

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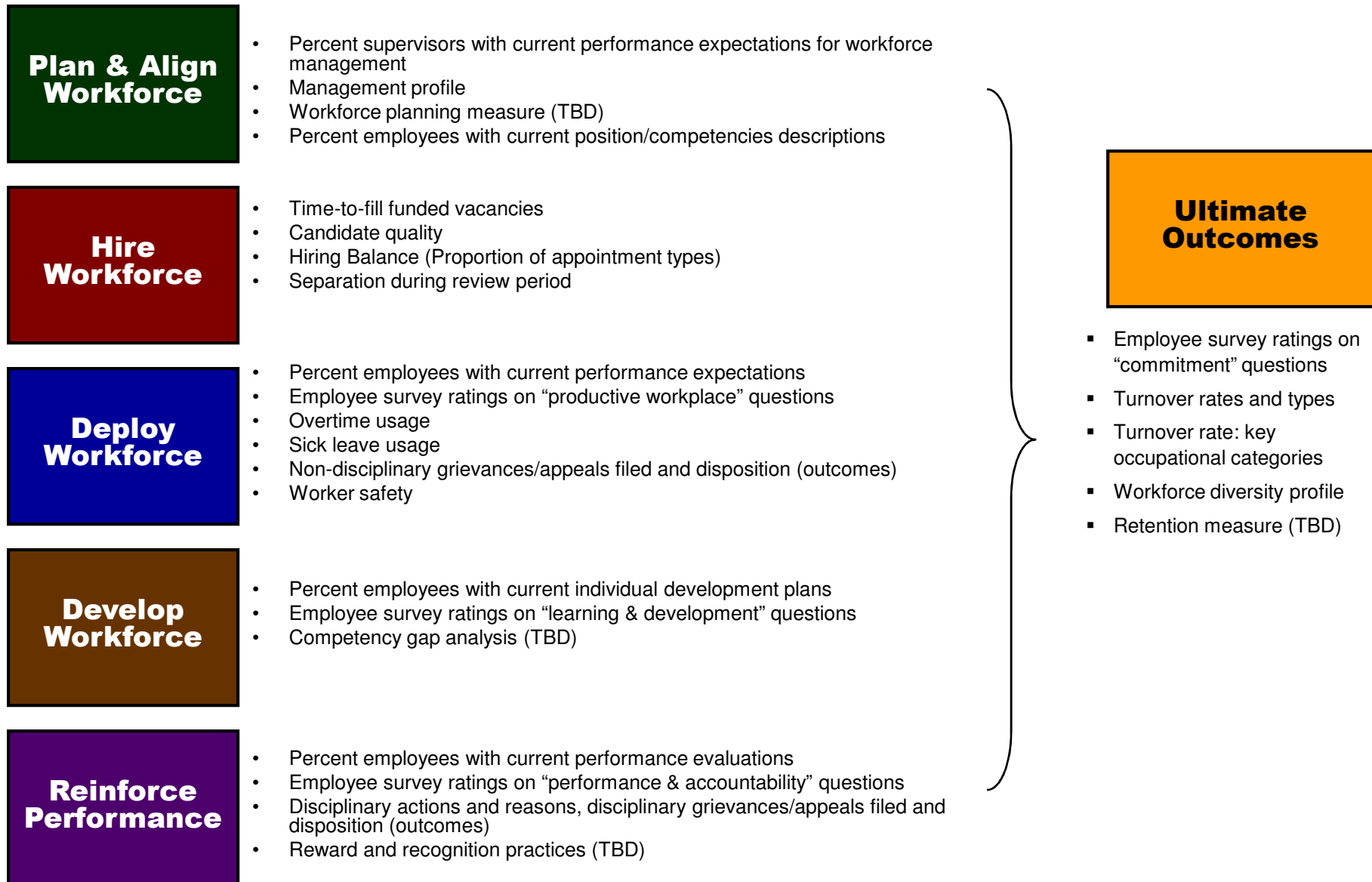


October 2008

## Managers' Logic Model for Workforce Management



## Standard Performance Measures



# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

**Percent supervisors with current performance expectations for workforce management**

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

## Workforce Management Expectations

Agency Priority: [Low]

**Percent supervisors with current performance expectations for workforce management =100.0%\***

\*Based on 60 of 60 reported number of supervisors

## Analysis:

- All supervisors in OFM "Proper" have expectations as communicated by Executive Management and agency policy to manage employee performance.

## Action Steps:

- Continue to emphasize that managing employee performance in OFM is expected.
- Ensure all supervisors have the opportunity to participate in management training activities
- HR will continue to provide reports to senior management on employee performance which includes expectations development and evaluation of performance.

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

Percent supervisors with current performance expectations for workforce management

## Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Agency Priority: [Low]

## Management Profile

**WMS Employees Headcount = 0**

**Percent of agency workforce that is WMS = 0%**

**Managers\* Headcount = 30**

**Percent of agency workforce that is Managers\* = 8.2%**

\* In positions coded as "Manager" (includes EMS, WMS, and GS)

## Analysis:

- OFM does not utilize WMS or EMS

## Action Steps:

- None at this time

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

**Percent employees with current position/competency descriptions**

## Current Position/Competency Descriptions

Agency Priority: [Low]

**Percent employees with current position/competency descriptions = 100.0%\***

\*Based on 99 of 99 reported employee count  
Applies to employees in permanent positions, both WMS & GS

## Analysis:

- All classified positions are required to have current position descriptions.
- Positions descriptions are reviewed and updated on a regular basis, typically during the performance planning process.
- Position descriptions are also reviewed and updated when duties change or when a position becomes vacant.

## Action Steps:

- No new actions anticipated. OFM will continue to review positions to ensure duties are well defined and align with OFM priorities.

Data as of 06/2008  
Source: Agency Tracked Data

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

### Time-to-fill vacancies

### Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

## Time-to-fill / Candidate Quality

Agency Priority: [Low]

### Time-to-fill Funded Vacancies

Average number of days to fill\*: 47

Number of vacancies filled: 10

\*Equals # of days from creation of the requisition to job offer acceptance

Agency Priority: [High/Medium/Low]

### Candidate Quality

N/A

## Analysis:

- The time to fill vacancies does not appear to be problematic in OFM.
- The most difficult to fill positions (.NET developers) are difficult for all agencies and seem to take the most time to fill. In spite of our efforts to utilize DOP services, Career Builder, DICE and other job boards, the time to fill two .NET positions was 144 days and 117 days.
- Other classified positions are typically filled in much more reasonable amount of time

## Action Steps:

- No new actions are planned at this time.

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

Time-to-fill vacancies

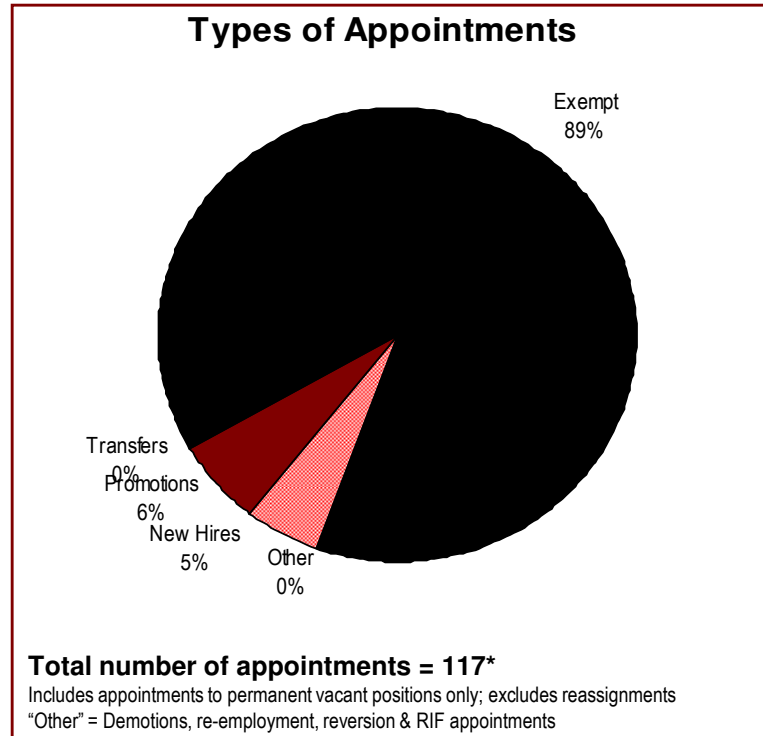
Candidate quality

**Hiring Balance**  
(proportion of appointment types)

**Separation during review period**

## Hiring Balance / Separations During Review Period

Agency Priority: [Low]



## Analysis:

- OFM is committed to hiring the best candidates (putting the right people in the right jobs at the right time)
- 117 appointments were made during this period
- 28 (23.9%) were new to state government
- 52 (44.4%) were from other agencies
- 37 (31.6%) were promotions from within OFM

## Action Steps:

- Hiring in OFM is balanced
- No additional actions are planned at this time

Agency Priority: [High/Medium/Low]

Separation During Review Period	
Probationary separations - Voluntary	0
Probationary separations - Involuntary	0
<i>Total Probationary Separations</i>	<i>0</i>
Trial Service separations - Voluntary	0
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	<i>0</i>
<b>Total Separations During Review Period</b>	<b>0</b>

Data Time Period: 07/2007 through 06/2008  
Source: Business Intelligence & Agency Tracked Data



# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

### Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

## Current Performance Expectations

Agency Priority: [Low]

**Percent employees with current performance expectations = 99.0%\***

\*Based on 98 of 99 reported employee count  
Applies to employees in permanent positions, both WMS & GS

## Analysis:

- Unforeseen circumstances prevented a 100% completion rate as of June 30, 2008; however, on July 10, 2008, 100% of OFM classified employees had current PDP Expectations on file.

## Action Steps:

- No new actions planned at this time. HR will continue to monitor and report completion rates to senior management.

Data as of 06/2008  
Source: Agency Tracked Data

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

## Employee survey ratings on "productive workplace" questions

Overtime usage

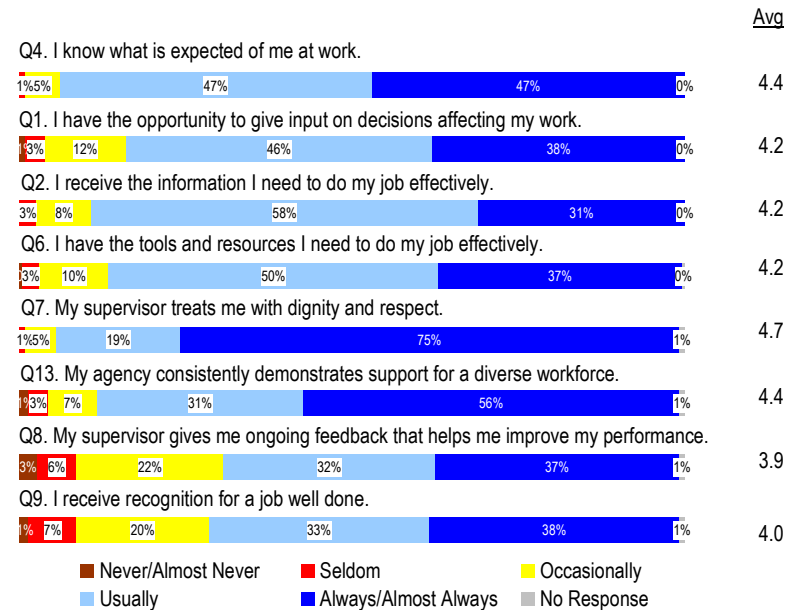
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

## Employee Survey "Productive Workplace" Ratings

Agency Priority: [Low]



Overall average score for "Productive Workplace" ratings:	4.2
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## Analysis:

- The overall productive workforce rating increased from and average of 4.15 to 4.2
- A large majority of employees indicate they know what is expected of them, have the opportunity to give input, have the information they need to perform and are treated with dignity and respect.
- The average for Q8 increased from 3.71 to 3.9
- The average for Q9 increased from 3.83 to 4.0

## Action Steps:

- No new actions are planned at this time. OFM understands that employees what to know what is expected of them and how they are performing in relation to those expectations and will continue efforts to ensure proper performance management.

Data as of 11/2007  
Source: Employee Survey

## Overtime Usage

Agency Priority: [Low]

### Deploy Workforce

#### Outcomes:

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#### Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

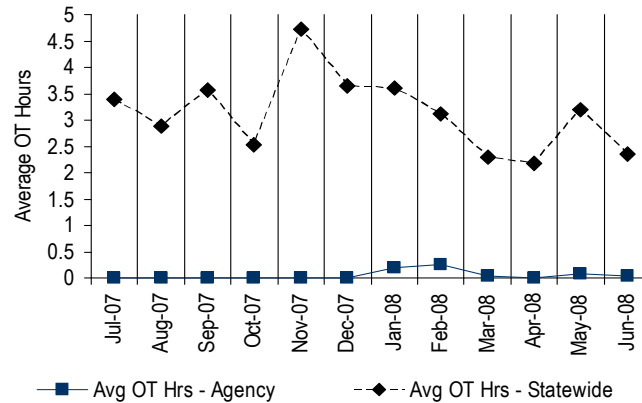
#### Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

#### Average Overtime (per capita) \*

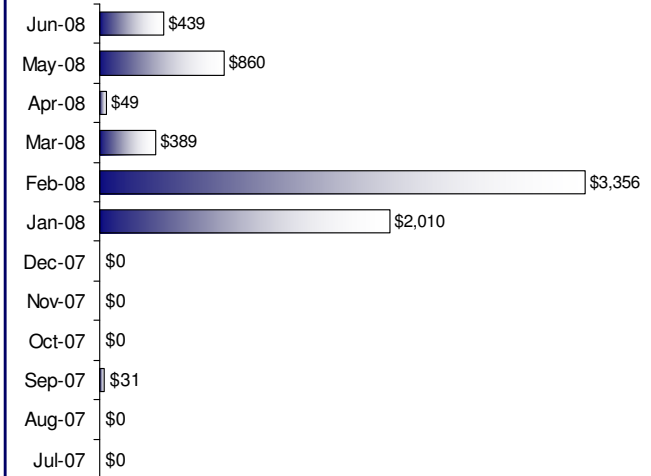


Overall agency avg overtime usage – per capita, per month: [XXX]\*\*

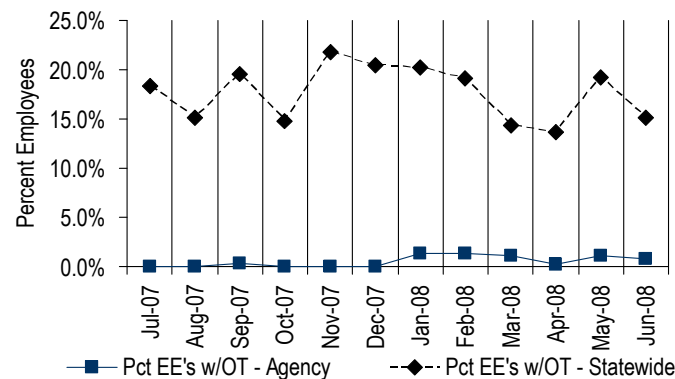
\*Statewide overtime values do not include DNR

\*\*Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

#### Overtime Cost - Agency



#### % Employees Receiving Overtime \*



Overall agency avg employees receiving overtime per month: [XXX]\*\*

\*Statewide overtime values do not include DNR

\*\*Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

#### Analysis:

- Overtime usage in OFM is very low. A small number of overtime eligible employees are expected to work additional hours. Those that are expected to work additional hours are compensated in accordance with OT compensation laws and regulations.
- Because January and February appeared to be higher than other months, further analysis of more detailed data was required. The analysis indicated that an OT eligible IT employee needed to work additional time due to an HRMS data issue in relation to the Compensation Impact Model.

#### Action Steps:

- None at this time

Data Time Period: 07/2007 through 06/2008

Source: Business Intelligence

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

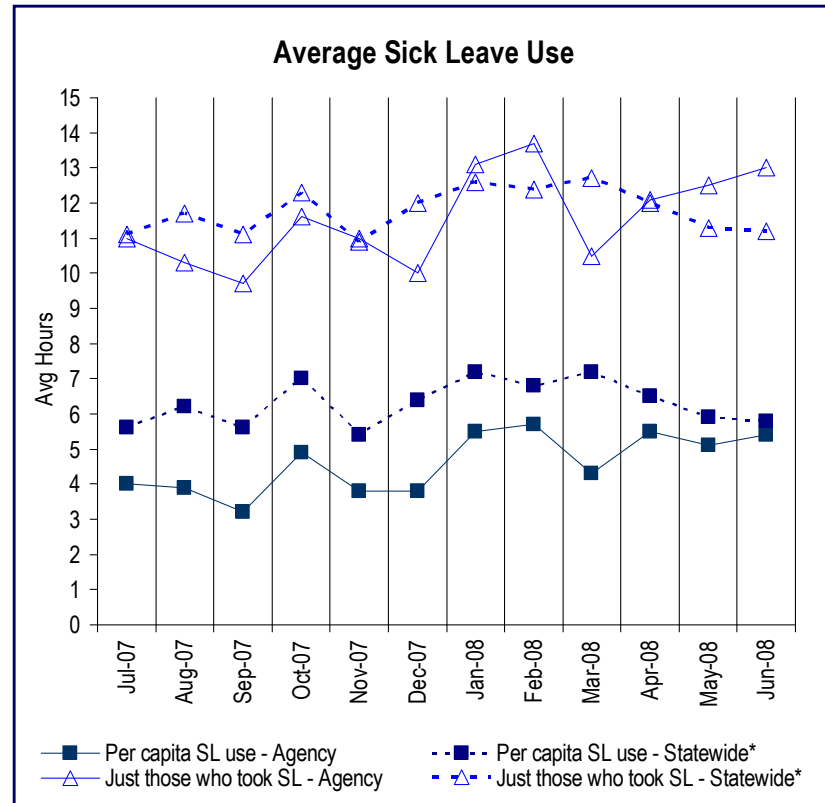
## Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

## Sick Leave Usage

Agency Priority: [Low]



## Analysis:

- Once again, OFM is below the state average in sick leave usage.

## Action Steps:

- None planned at this time. OFM will continue to support wellness initiatives, such as encouraging staff to complete Health Risk Assessments and conducting ergonomic workstation assessments.

## Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	% of SL Hrs Earned (per capita) - Statewide*
4.6 Hrs	58.8%	6.3 Hrs	81.3%

## Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) - Statewide*	% SL Hrs Earned (those who took SL) - Statewide*
11.5 Hrs	144.0%	11.8 Hrs	147.3%

\* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/2007 through 06/2008

Source: Business Intelligence

## Non-Disciplinary Grievances (represented employees)

Agency Priority:

N/A

### Deploy Workforce

#### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

#### Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

**Non-disciplinary  
grievances/appeals filed  
and disposition  
(outcomes)**

Worker safety

Data Time Period: 07/2007 through 06/2008  
Source: Department of Personnel

## Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority:

### Filings for DOP Director's Review

- 0 Job classification
- 0 Rule violation
- 0 Name removal from register
- 0 Rejection of job application
- 0 Remedial action

**0 Total filings**

### Filings with Personnel Resources Board

- 0 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

**0 Total filings**

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

N/A

N/A

Data Time Period: 07/2007 through 06/2008  
Source: Department of Personnel

## Deploy Workforce

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

Worker safety

# Deploy Workforce

## Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations  
Employee survey ratings on 'productive workplace' questions  
Overtime usage  
Sick leave usage  
Non-disciplinary grievances/appeals filed and disposition outcomes

## Worker Safety

## Worker Safety: Financial Management, Office of

### Analysis:

- OFM's Annual Claims Rate is low

### Action Plan:

- Continue:
  - Work Area Inspections
  - Ergonomic work station assessments

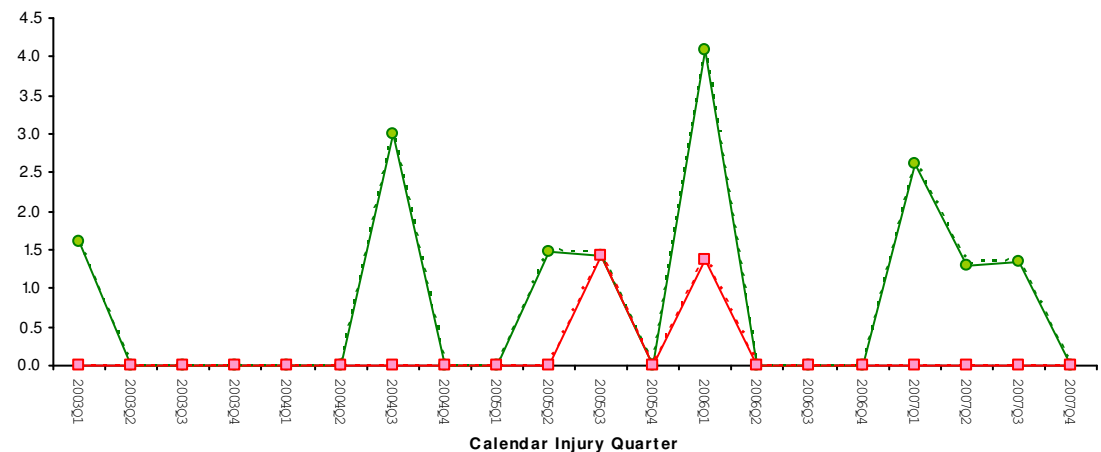
### Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE

—●— claims rate  
—■— compensable claims rate  
- - - - - projected claims rate  
- - - - - projected compensable claims rate

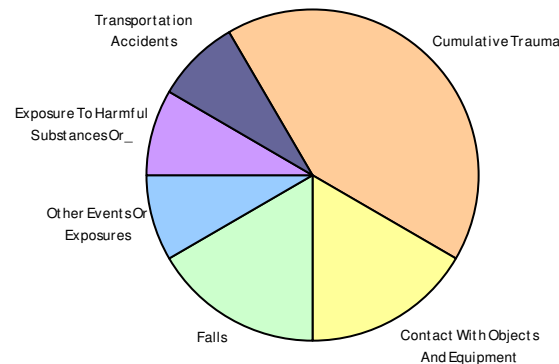
All rates as of 06-30-2008



### Accepted Claims by Occupational Injury and Illness Classification System (OIICS) Event:

calendar year-quarter  
2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')



### Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	5

Source: Labor & Industries, Research and Data Services (data as of 06/30/2008 )

## Develop Workforce

### Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

### Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

## Individual Development Plans

Agency Priority: [Low]

**Percent employees with current individual development plans = 99.0%\***

\*Based on 98 of 99 reported employee count  
Applies to employees in permanent positions, both WMS & GS

### Analysis:

- As of 7/10/08 100% of OFM classified employees have individual development plans on file

### Action Steps:

- No new actions are planned at this time. OFM will continue to monitor employee Performance Development Planning.

## Employee Survey "Learning & Development" Ratings

Agency Priority: [High/Medium/Low]

### Employee Survey "Learning & Development" Ratings

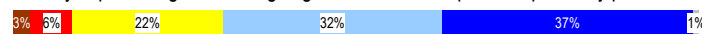
Q5. I have opportunities at work to learn and grow.



Avg

4.4

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.



3.9

■ Never/Almost Never   
 ■ Seldom   
 ■ Occasionally  
■ Usually   
 ■ Always/Almost Always   
 ■ No Response

**Overall average score for "Learning & Development" ratings: 4.2**

### Analysis:

- The overall Learning & Development rating increased from 4.16 to 4.2
- A large percentage of employees view OFM as an organization in which they are encouraged to learn and grow.

### Action Steps:

- OFM will continue to support and encourage employee training and development



# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

### Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Current Performance Evaluations

Agency Priority: [Low]

**Percent employees with current performance evaluations = 99.0%\***

\*Based on 98 of 99 reported employee count  
Applies to employees in permanent positions, both WMS & GS

## Analysis:

- OFM understands that employees not only need to know what is expected of them, but need to know how they are performing in relation to our expectations. As a result of this understanding and Executive Management's expectations of workforce management; classified employees are evaluated on a regular basis in accordance with state regulations and agency policy.

## Action Steps:

- No new actions at this time. HR will continue to provide agency leadership with reports on the completion of employee performance evaluations and will provide support to supervisors and managers as they manage performance.

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

Percent employees with current performance evaluations

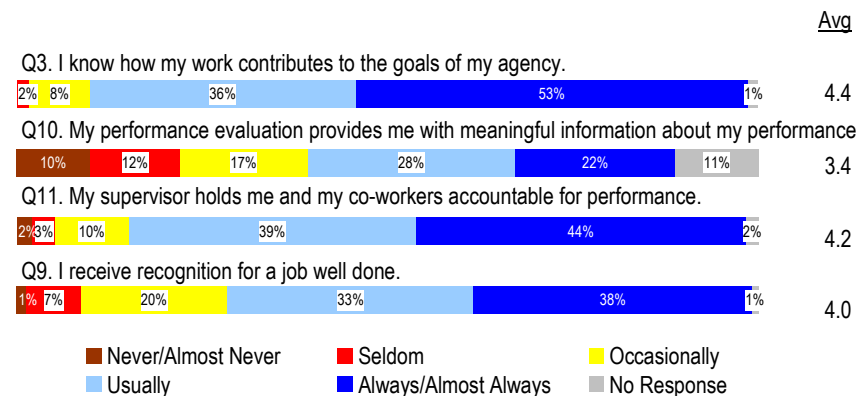
### Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Employee Survey "Performance & Accountability" Ratings

Agency Priority: [Low]



Overall average score for "Performance & Accountability" ratings: 4.0

### Analysis:

- The Performance & Accountability" ratings increased from 3.87 to 4.0
- Q10 increased from 3.18 to 3.4

### Action Steps:

- No new actions are planned at this time. Supervisors continue to be expected to manage performance.

Data as of: 11/2007  
Source: Employee Survey

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

## Formal Disciplinary Actions

Agency Priority: [Low]

### Disciplinary Action Taken

Action Type	# of Actions
Dismissals	0
Demotions	0
Suspensions	0
Reduction in Pay*	0
<b>Total Disciplinary Actions*</b>	<b>0</b>

\* Reduction in Pay is not currently available as an action in HRMS/BI.

N/A

Data Time Period: 07/2007 through 06/2008  
Source: Business Intelligence & Agency Tracked Data

## Disciplinary Grievances and Appeals

Agency Priority: [Low]

### Disciplinary Grievances (Represented Employees)

N/A

**Total # Disciplinary Grievances Filed: 0**

### Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

0 Dismissal  
0 Demotion  
0 Suspension  
0 Reduction in salary

**0 Total Disciplinary Appeals Filed with PRB**

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

### Disposition (Outcomes) of Disciplinary Appeals\*

N/A

N/A

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

Data Time Period: 07/2007 through 06/2008  
Source: Business Intelligence & Agency Tracked Data

# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

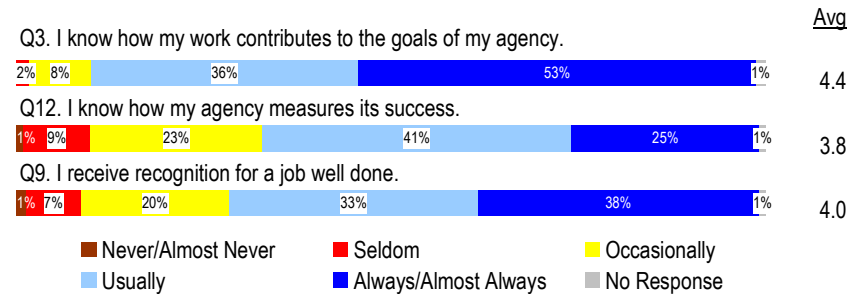
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

## Employee Survey "Employee Commitment" Ratings

Agency Priority: [Low]



Overall average score for "Employee Commitment" ratings: 4.1

### Analysis:

- The "Employee Commitment" ratings increase from 3.93 to 4.1
- The majority of employees know how what they do each day contributes to the goals and success of the agency.
- The recognition rating increased from 3.6 to 3.8

### Action Steps:

- Continue to support employee recognition at the agency level. Encourage supervisors to provide recognition at the individual employee level

# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Employee survey ratings on "commitment" questions

## Turnover rates and types

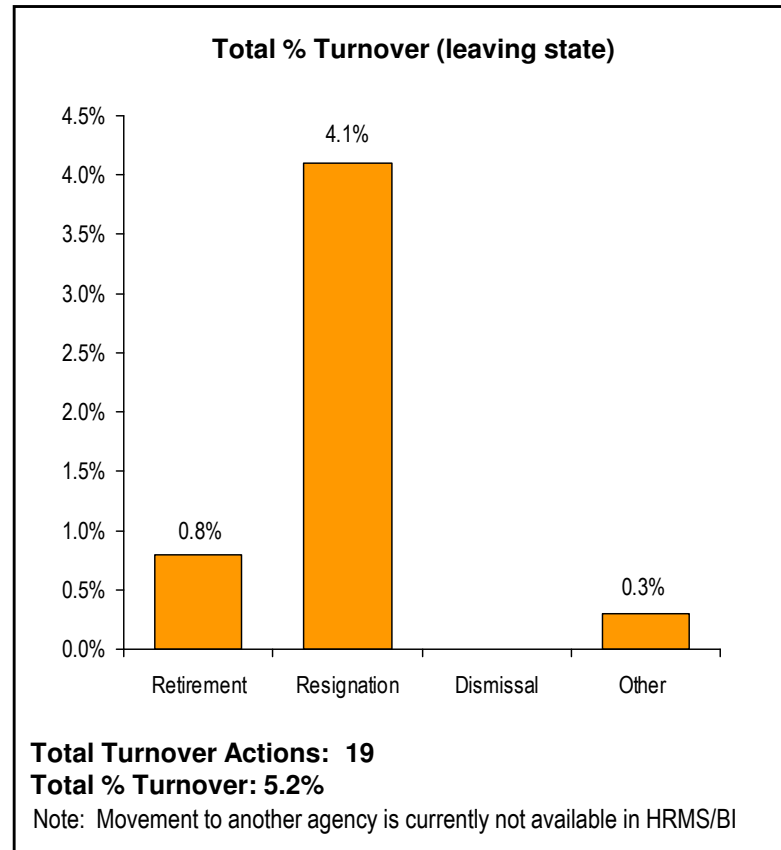
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

## Turnover Rates

Agency Priority: [Low]



### Analysis:

- 5.2% is an increase from past reports.
- Of the 19 actions, 4 were due to retirement (although only 2 actually receive retirement benefits); 3 were known to resign to take employment closer to home; and at least 3 left to the private sector for more pay.

### Action Steps:

- Continue to monitor turnover in the agency
- Continue to conduct Exit Interviews; look for trends; and report findings to senior leadership

## Workforce Diversity Profile

Agency Priority: [Low]

	Agency	State
Female	56%	53%
Persons w/Disabilities	5%	4%
Vietnam Era Veterans	5%	6%
Veterans w/Disabilities	1%	2%
People of color	19%	18%
Persons over 40	76%	75%

### Analysis:

- OFM has a diverse workforce as compared to the state.

### Action Steps:

- No new actions planned at this time. HR will continue its recruitment outreach efforts as indicated in its Affirmation Action plan.

## ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

### Performance Measures

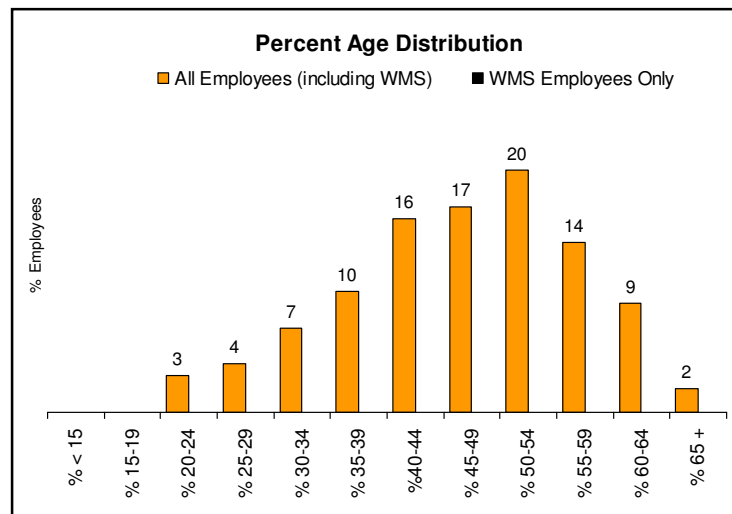
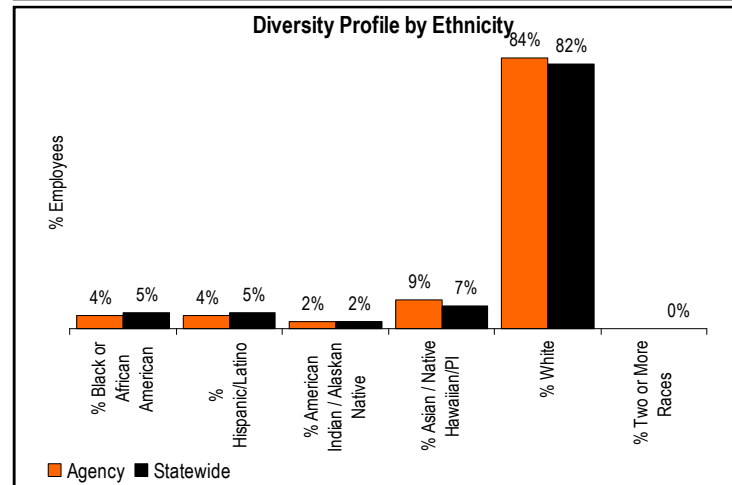
Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

**Workforce diversity profile**

Retention measure (TBD)



Data as of 06/2008

Source: Department of Personnel & Business Intelligence

## Workforce Diversity Profile

### Employee Survey “Support for a Diverse Workforce” Ratings

Agency Priority: [Low]

#### Employee Survey "Diversity" rating

Q13. My agency consistently demonstrates support for a diverse workforce.



■ Never/Almost Never   ■ Seldom   ■ Occasionally  
 ■ Usually   ■ Always/Almost Always   ■ No Response

Avg

4.4

Average rating for "Agency support for a diverse workforce":

4.4

#### Analysis:

- OFM's 4.4 rating exceed the state average of 3.83

#### Action Steps:

- No actions planned at this time.

## ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

#### Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

#### Workforce diversity profile

Retention measure (TBD)

Data as of: 11/2007  
Source: Employee Survey